

# Andrews University

## School of Business

### Course Outline

#### BSAD 560 INTERCULTURAL BUSINESS RELATIONS

(Trinidad, 9 - 27 August 2006)

---

#### Faculty Information

**Instructor:** Dr Charles  
Tidwell

**Phone:** (269) 471 - 6160

**E-Mail:** [tidwell@andrews.edu](mailto:tidwell@andrews.edu)

**Office:** 211  
Administration  
Andrews  
University  
Berrien Springs,  
MI 49104

**Fax:** (269) 471 - 6246

**Web:**  
<http://www.andrews.edu/~tidwell>

#### Class Times

Wed - Thurs, Aug 9-10	6 pm	Sun, Aug 20	9 am - 5 pm
- 9:30 pm		Mon Aug 21	6 pm - 9 pm
Sun, Aug 13	9 am -	Sun, Aug 27	9 am - 11 am
5 pm			
Mon - Thurs, Aug 14-17	6 pm		
- 9:30 pm			

---

#### Links and Notes

[Links](#)

[Notes](#)

[Study Guide](#)

[Cases](#)

[Presentation Schedule](#)

Note: Links for Notes, Study Guide, and Cases will be available about two weeks prior to the start of the course.

---

#### Course Description

Globalization and the increasing ethnic and cultural diversity in the workplace require culturally-aware managers in both domestic and international markets. This course focuses on cross-cultural communication theories and skills which may be utilized to improve business relations within an intercultural context.

---

#### Course Objectives

- Increase understanding of the relationship between culture and communication, with emphasis on the impact of culture on business practices.
- Provide an intellectual framework (such as taxonomies, cultural patterns, and verbal / nonverbal codes) which allows for analysis and assists the promotion of understanding between disparate cultures.

- Develop skills to improve communication with individuals from other cultures with the aim of developing an intercultural competence, particularly from a business perspective.
- Develop business analysis skills focusing on issues in cross-cultural management through the use of selected case studies.
- Develop a broader awareness of other cultures by identifying and explaining cultural issues as portrayed in popular culture.

---

## Textbook

Harris, Philip R., Robert T. Moran, and Sarah V. Moran (2004). *Managing Cultural Differences: Global Leadership Strategies for the Twenty-first Century*. 6<sup>th</sup> ed. Butterworth-Heinemann. ISBN: 0-7506-7736-8.

---

## Preliminary Assignments

1. Read Harris and Moran, Chapters 1 and 7, before the beginning of the first class period.
2. Read the Case Study, "Banking on Diversity," before the first class period and prepare a 1 page analysis (due at the beginning of the first class period).
3. Choose a country on which you will do a presentation as noted in requirements below. Notify the instructor of this as soon as possible. No duplication of countries will be allowed. Choice is on a **first-come** basis. Choices will be posted on the presentation schedule as soon as possible after they have been received.
4. Divide into groups of 4-5 for the Group Case Study Presentation. These groups must be formed no later than the first day of class.
5. It is recommended that you read all of the case studies before the start of the course and prepare in advance the two-paragraph summations as required in the Group Presentation Assignment given below.

---

## Requirements

1. **Group Presentation -- Case Study**

Students will divide into groups of 5 (there will be a maximum total of six groups). Each group will prepare and submit a detailed written analysis of one case study as assigned. Assignment of cases will be done on a first-come basis. As soon as a group has formed, the group needs to notify the instructor and a case will be "assigned" from the list of those still available. Each case study analysis will also be presented orally to the class (20 minute presentation). If a powerpoint is used, it needs to also be submitted as an appendix to the written presentation. Presentations will be scheduled during the latter part of the second week of classes. Each presentation will be followed by a brief question and answer period in which all class members are expected to critique the presentation.

**All class members** are expected to **read each case** prior to its class presentation. To promote prior reading by the entire class, each class member will submit a **two paragraph summation** (one page total) of each case consisting of 1) a very brief summary of the case; and 2) an identification of the essential issues in the case with a particular focus on cultural issues. These summations are due **at the start** of the class period when the group presentation is scheduled.

Basic guidelines for case study analysis are given below.

## 2. *Individual Presentation -- Country Study*

Assume your employer is planning a business trip to \_\_\_\_\_. Prepare a country study giving demographics, key cultural traits, pertinent business information, and a brief reading list. Present this in three modes:

- A. A ten-minute (10) oral presentation (to be scheduled early in the second week of week of classes),
- B. A full written report (maximum of 8 pages) to be submitted to the instructor, and,
- C. A one-page "brochure" or executive summary (as a class handout).

**Stipulation:** Choose a **different** country from either of the countries chosen for the research paper below. In addition, you may not report on a country previously presented by another student. Sign up for this as soon as possible. Notify the instructor of your preferred choice by e-mail and, if possible, the presentation schedule will be posted on the course web site.

**Note:** During the oral presentation, the instructor will pay close attention to "time limitations" of this assignment. There will be significant penalties for exceeding the time limit by more than 1 minute.

## 3. *Research Paper*

Each student will submit a research paper involving cross-cultural understanding as follows:

- A. A description and analysis of your own culture (cultural pattern and analysis);
- B. A description and analysis of another culture (cultural pattern and analysis);
- C. Identify, describe, and discuss the most significant cultural pattern(s) which would influence communication within a business setting between your culture and the other chosen culture. Suggest strategies to overcome potential barriers to successful business relations and to enhance communication.

Length: Total paper should be approximately 15 pages of text -- not including a title page, outline (optional), end notes, or works cited -- divided equally among the three parts.

Required Style: Follow the APA format. Style points will be deducted for those who do not follow this rigorously.

Submission: The research paper should be submitted electronically to [tidwell@andrews.edu](mailto:tidwell@andrews.edu) as an e-mail attachment (either MS Word or Corel Wordperfect). If you are unable to do this, please discuss alternative methods with the instructor before the end of the lecture sessions.

The research paper will be submitted in three parts to allow comment and suggestions for revision from the instructor on the first two sections as part of the writing process. You are expected to revise Parts I and II before the final submission. Part I will be Section A above, Part II will be Section B above, and the Final Paper will include all three sections. Include a "References" or Works cited" page in all three submissions.

## 4. *Final Exam*

There will be an essay / short answer style final exam covering the major topics discussed and

presented in class (and as found in Harris and Moran). A study guide has been prepared as a general review aid.

---

## Regulations

### A. *Grading*

Grades will be based on a percentage of points possible as follows:

Assignment	Points Possible	% (approximate)
Country Study	50	14% (40% presentation; 30% handout; 30% written report)
Case Study	75	21% (50% presentation; 50% written report)
Research paper	100	29%
Final Exam	100	29%
Other Assignments	25	07%
Total	350	100%

Grading Scale:

A = 93-100%	C+ = 77-79
A- = 90-92	C = 65-76
	C- = 62-64
B+ = 87-89	
B = 83-86	D = 50-61
B- = 80-82	
	F = below 50%

Borderline grades will adjusted on the basis of attendance, promptness, enthusiasm, and participation.

### B. *Late Work*

Late work will not be accepted except for stringently reviewed contingencies such as long-term illness.

### C. *Plagiarism / Academic Dishonesty / Research Style*

All work submitted must a student's own work. Research format is expected to follow standard documentation APA guidelines. University policies on academic honesty as explained in the section, "Academic Integrity" in 2006-2007 Andrews University *Bulletin*, p. 28 will apply. The *Bulletin* is available on-line at: <http://www.andrews.edu/academics/bulletin/2006-2007/> See Section: "General Academic Information."

### D. *Attendance*

Andrews University policy expects regular class attendance. Absences in excess of 10% may result in a failing grade. See "Class Attendance" and "Class Absences" in 2006-2007 Andrews University *Bulletin*, pp. 28.

## Class Schedule

<p><b>Wednesday, August 9</b></p> <p>Topics: Developing a Global Perspective Globalization Issues; Understanding Culture</p> <p>Read: Harris and Moran, Chapters 1, 7 Case Study: "Banking on Diversity"</p> <p>Video: Cross-Cultural Understanding</p> <p><b>Due: Submit a 1 page analysis of "Banking on Diversity"</b></p>	<p><b>Thursday, August 17</b></p> <p>Topic: Organizational Cultures</p> <p>Read: Harris and Moran, Chapter 4</p> <p><b>Due: Country Guide Presentations as scheduled</b></p>
<p><b>Thursday, August 10</b></p> <p>Topics: Communication and Culture</p> <p>Read: Harris and Moran, Chapter 2</p> <p>Video: Doing Business in .....</p>	<p><b>Sunday, August 20</b></p> <p>Topic: Cross-Cultural Synergy; Relocation Issues; Ethical Issues in Intercultural Business; Gender and Diversity Issues; Business Protocol; Global Performance Issues;</p> <p>Read: Harris and Moran, Chapters 5, 6, 8</p> <p>Video: "The Colonel Comes to Japan"</p> <p><b>Due: Case Study Presentations as scheduled</b></p>
<p><b>Sunday, August 13</b></p> <p>Topics: Verbal and Nonverbal Communication Understanding Beliefs, Values and Norms Understanding American Values and Traits</p> <p>Read: Harris and Moran, Chapter 6</p> <p>Video: <i>Moscow on the Hudson</i></p>	<p><b>Monday, August 21</b></p> <p>Video: <i>Gung Ho</i>:</p>
<p><b>Monday, August 14</b></p> <p>Topic: Cultural Taxonomies (Kluckhohn, Hall, Hofstede, Bond)</p>	<p><b>Sunday, August 27</b> <b>Final Examination to be arranged</b></p>
<p><b>Tuesday, August 15</b></p> <p>Topic: Cultural Taxonomies (Kluckhohn, Hall, Hofstede, Bond)</p>	<p><b>Sunday, September 10</b></p> <p><b>*Due: Research Paper, Part I (submit electronically)</b></p>
	<p><b>Sunday, September 24</b></p> <p><b>*Due: Research Paper, Part II (submit electronically)</b></p>
	<p><b>Sunday, October 8</b></p>

**Wednesday, August 16**

Topic: Global Negotiations

Read: Harris and Moran, Chapter 3

**Due: Country Guide Presentations as scheduled**

**\*Due: Full Research Paper (submit electronically)**

***\*These assignments are due NO LATER than midnight of the day indicated. This will be determined by the time it is received in the instructor's e-mail box.***

---

## **A Brief Guide for Preparing Case Analyses**

Cases are written description of actual events, situations, and problems which confront decision makers in an organization. While individuals and companies may be presented "anonymously," cases are based on real-life situations. The case method is intended to simulate interest through realism and active participation.

A case analysis provides an opportunity to develop skills expected of managers. It is a good strategy to consider yourself as a consultant "hired" to assist the organization under review in the case study. There may be several feasible courses of action in determining a solution to any case. It is more important to focus on the process of problem definition and isolation, analysis, and evaluation of alternatives than to try to find a single best answer.

The process:

- **Read and study the case thoroughly.**

The first step is to master the facts. Read the case once for familiarity, making brief note of the major issues. Read the case again to get all the facts. Make note of symptoms, root problems, unresolved issues, and the roles and identity of key players. Sometimes, crucial information may be missing. It may be necessary to conduct further research outside the case, particularly to obtain updated information.

- **Identify and define the central issue(s).**

Seek out all pertinent issues and problems. Isolate the problem(s). Summarize the central situation and the key players. Categorize issues and problems and decide which are the most important. In a cross-cultural situation, be sure to identify cultural factors which may have a bearing on the problem.

- **Analyze and evaluate alternatives.**

Once problems and issues are isolated, work at gaining a fuller understanding of possible causes. Investigate, list, and rank all possible alternatives. Weigh the pros and cons of each. Decide which alternative has the most validity. Give your reasons for your ranking of issues.

- **Make recommendations.**

Draw up a set of recommendations. Give reasons for your recommendations as well as an agenda to be followed in solving the problem. Be sure that recommendations are both workable and affordable.

---

Revised: 26 July 2006